SAC – Senior Administrative Council

Terms of Reference

December 2014

1. FUNCTION

The function of SAC is:

a) to provide a forum where SAC members are aware of each other's activities

b) to create discussion on University strategic issues and operational matters that cross Finance & Administration, Academics, Research and Advancement

c) to produce a sense of collegiality and collaboration on the University's values

d) to advise the President on and review:

1.1 matters of general standards, guidelines and procedures relating to management processes of the University;

1.2 organizational objectives and results-based measures to position Brock as a leader in postsecondary education;

1.3 risk and change management, prioritization, and capacity considerations for all major, new and operational planning initiatives;

1.4 matters pertaining to the strategic planning process and the draft Strategic Plan recommended to the Board of Trustees and Senate;

1.5 approval of the principles and methods and practice for allocating resources;

1.6 consideration of the Financial Plan before submission to the Financial Planning, Investment and Human Resources Committee;

1.7 reports received from relevant Committees, Boards and Groups which do not report, directly or indirectly, to the Board of Trustees or Senate;

1.8 receiving and/or developing and considering strategies and policies and recommending these for approval by the Board of Trustees and Senate, as appropriate;

1.9 receiving updates from members who are Chairs of Committees as, and when, required;

1.10 Human Resources Reports.

2. DEFINITIONS

In-camera – a meeting of the Senior Administrative Council which excludes all non-council members and the subject matter is strictly confidential, not to be discussed outside of the meeting. There will be no minutes kept of in-camera discussions.

3. MEMBERSHIP AND TERM OF OFFICE

The membership of SAC will consist of incumbents of the following administrative positions:

3.1 President and Vice Chancellor, who is Chair

3.2 Provost and Vice-President, Academic

3.3 Vice-President, Finance and Administration

3.4 Vice-President, Research

3.5 Vice Provost and Associate Vice-President, Academic

3.6 Vice Provost and Associate Vice-President, Student Services

3.7 Vice Provost, Teaching and Learning

3.8 Associate Vice-President, Research, Social Sciences & Humanities

3.9 Associate Vice-President, Research, Natural and Health Sciences

3.10 Associate Vice-President, Information Technology Services

3.11 Associate Vice-President, Finance

3.12 Associate Vice-President, Facilities Management

3.13 Associate Vice-President, Human Resources

3.14 Associate Vice-President, University Services

3.15 Dean, Faculty of Applied Health Sciences

3.16 Dean, Faculty of Social Sciences

3.17 Dean, Faculty of Humanities

3.18 Dean, Faculty of Education

3.19 Dean, Faculty of Math & Sciences

3.20 Dean, Goodman School of Business

3.21 Dean, Faculty of Graduate Studies

3.22 University Librarian

3.23 University Secretariat
Resources:

3.24 Director of Institutional Analysis (Strategic Meetings)

3.25 Associate Director of Strategic Initiatives and Special Projects

Members of SAC may invite appropriate individuals to attend a specific item on the agenda as resource people to assist with or be present for that item. Members are asked to advise the President's Assistant of such invitees in advance of the meeting.

In addition, SAC may, from time to time, invite a member of administration to sit in a non-voting resource capacity for all meetings where it would be particularly relevant and helpful to their role.

In all such cases of resource persons, they will be excluded from any in-camera portion of the meetings.

4. **MEETINGS AND CONDUCT OF BUSINESS**
   4.1 The President will act as Chair and the President's Assistant will be Coordinator;
   4.2 Meetings will be held throughout the year according to a schedule determined by the Chair. The schedule will be based upon a work-plan approved by SAC. Normally, this schedule will provide two meetings per month and will involve an operational meeting and a strategic meeting;
   4.3 In the President's absence, the Acting President will convene and chair meetings;
   4.4 The quorum for holding a meeting and for transacting business will be at least 50% of the members, including the Chair;
   4.5 Decisions will be by consensus. If a consensus cannot be reached, motions will be carried by a simple majority of the votes cast provided that a quorum is present. The Chair will only vote in the case of a tie;
   4.6 Persons other than members of SAC may be invited by the Chair to attend and/or participate from time to time, regarding a specified matter but will not be entitled to vote;
   4.7 Committee members will support all decisions of the Committee and, once a decision is made, speak with one voice with respect to that decision.

5. **AGENDA AND MINUTES**
   5.1 Any member of SAC may submit items for the agenda to the President's Assistant;
   5.2 The President's Assistant will distribute an agenda and the minutes of the previous meeting to all members several days before the date of each scheduled meeting;
   5.3 Proposed agenda items will be reviewed by the Chair;

5.4 The Chair and the President's Assistant will ensure that proposed items align with the focus and intent of the annual, strategic work plan;

5.5 Whenever possible, the agenda item should include an appropriate briefing note (following the approved SAC format – See Appendix 1), including background information together with a statement of recommended action where appropriate. Such documentation should be submitted to the President's Assistant at least four (4) business days prior to a meeting;

5.6 The agenda for meetings of SAC should be structured so as to cluster items for discussion under one of the following headings:

- Decision Items
- Information Items
- Strategic Items

5.7 Minutes will be recorded during SAC meetings and brought forward for approval at the following SAC meeting;

5.8 SAC members are expected to communicate with their staff/constituency as appropriate to ensure adequate input to SAC on matters under consideration.

6. **SCOPE OF FUNCTION FURTHER DEFINED**

6.1 SAC will make recommendations to the President regarding the following topics:

- appropriate standards, guidelines and procedures required to implement resolutions of the Board of Trustees and Senate policies and procedures associated with the administration of the University;
- performance measures that should be applied across the University, leading to a results focus;
- the appropriateness of risk management and change management plans for all major strategic and operational planning initiatives;
- the formation and alignment of University committees to ensure proper alignment to strategy, core business activities and risk management;
- the prioritization of all new major strategic and operational planning activities;
- the staging, timing and breadth of business process review activities;
- decisions regarding organizational capacity to address existing, new and emerging initiatives and activities;

- where a resulting resource requirement arises from the whole of #6.1.1, it will be referred to the President/Vice-Presidents (PVP) meeting for a decision.

6.2 SAC will provide a forum to discuss the following:

- Alignment of Academic and Administrative departmental objectives with the Strategic Directions and Goals of the University;
- Aspects of organizational culture;
- Strategic Enrolment Management (SEM) progress.

6.3 Significant matters before SAC may be referred to a standing or ad-hoc sub-committee for detailed study to assist SAC in coming to a decision. SAC will review the minutes of its standing sub-committees on a regular basis, including:

- Budget Committee
- Core Applications Steering Committee
- Joint Health & Safety Committee (mandated by the Occupational Health & Safety Act)
- Accessibility (AODA) Steering Committee
- Sustainability Coordinating Committee

6.4 SAC may conduct, in camera, that part of its meeting concerning matters:

a) that are confidential to the University, including:
   (i) individual personnel matters;
   (ii) strategic labour relations;
   (iii) actual or contemplated real property transactions;
   (iv) litigation in which the University is involved;
   (v) matters which by their nature require confidentiality so as to preserve the legitimate interests of the University;

b) of a personal nature concerning an individual, unless such individual requests, and SAC agrees, that part of the meeting be open to the public.

6.5 SAC will receive and consider monitoring reports in order to mitigate risk, assess university performance, or undertake due diligence. Monitoring reports may be compliance, exception, performance or trend reports.

7. **AMENDMENT AND RESOLUTION**

These terms of reference may be amended on the recommendation of SAC, followed by the President and Vice Chancellor's approval. Resolution on matters before SAC will take the form of either a recommendation to the President or a direction to SAC as a whole or its members to take some action.

8. **REVIEW PROCESS**

The Terms of Reference should be reviewed on a yearly basis, preferably at the start of each new Academic year – September.

9. **REFERENCES AND APPENDICES**

Appendix 1 – SAC Briefing Note Template